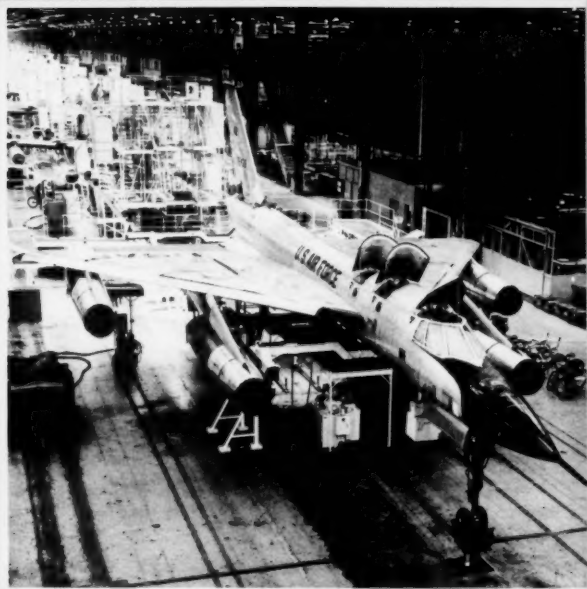


JUNE / 1960

Manage



- THIS WAY TO THE TOP
- WRITE IT RIGHT!
- HOW DO YOU MANAGE YOUR VOICE?
- GOOD FOREMEN TODAY---MISFITS TOMORROW

NMA Announces

The Second

Advanced Management Institute

Planning Seminar-----Sept. 18-24

Organizing Seminar----Sept. 25, Oct. 1

meeting at the

Granville Inn

Granville, Ohio

No member of middle management will want (or can afford) to miss the Institute. It is designed to provide leadership development in specialized managerial fields.

The first Institute last January met with overwhelming success. Participants praised the course while it was in session and after they returned to their companies to put what they learned into practice.

Included in the Planning Seminar will be subjects such as: The Management Process, Essentials of Effective Leadership, Management Ethics, Management Functions, Effective Planning Techniques, Business in the American Economy, Planning Objectives and Policies, and Integrating Policy, Systems, and Procedures.

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How much does it cost? A tuition of \$175 (non-members \$200) plus living costs for each seminar. How do you register? Write, wire or call the NMA Research and Development Department, 333 West First Street, Dayton 2, Ohio.

Manage



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IN THIS ISSUE

Management faces new problem: supervisors who fail to keep up with the march of progress . . . page 8.

Think you have executive potential? Read what an executive's greatest asset is on page 20.

Effective writing is important in communicating ideas between supervisor and his subordinates . . . page 24.

A manager needs to manage his voice as well as people to enjoy success in modern industry . . . page 33.

ON THE COVER

This is the first photo released of B-58 Hustler production line in the Fort Worth, Tex., plant of Convair Division of General Dynamics Corporation. Bombers surrounded by mobile work platforms move down the line (toward camera) on rails about eight feet above floor of 4,000-foot-long factory building. The B-58's are the nation's first and only manned bomber weapon system that can carry a nuclear payload at twice the speed of sound, Mach 2.

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CIRCULATION THIS ISSUE: OVER 70,000. DOMESTIC AND FOREIGN.

Washington Report For Supervisors

by Michael S. Roberts



CONGRESS DRIVES FOR FAST WINDUP

Amid the usual charges of "do-nothing Congress" and "lack of Presidential leadership" between Capitol Hill and the White House, election-eager politicians are heading for a fast and furious July windup.

John Q. Public, the unorganized mass of voters, is for the time being in the driver's seat—a position he occupies every four years at best.

Congressional leaders never mapped a large legislative program this year. With the available time considerably eroded by the lengthy civil rights battle in the Senate, however, there are going to be some measures with election-year appeal rushed through in the few remaining weeks of the session.

One of the principal issues that most Republicans and Democrats alike want to pass this year is some increase in the minimum wage and extension of its wage-hour provisions. This legislation will touch off some bitter fights, and if it passes, will probably be rushed through in the closing days. It is bitterly controversial.

While leaders of both parties endorse it, they differ sharply over how far the wage boosts and broader coverage should be carried. Organized labor is fighting hard along with most Democrats for a boost from the present \$1.00 to \$1.25 an hour, and extension of coverage for about 8 million additional workers, mostly in the retail field.

OPPOSITION FROM IKE

But the Eisenhower Administration wants only about 3 million employees of only the largest retail stores covered, and only a "moderate" boost in the minimum of 10 or 15 cents an hour. He has hinted he might veto the larger program—but political experts wonder if he would go that far in an election year.

Flat opposition to any increases in the program from Southern congressmen and from most business, particularly retailers, has been able to stop the proposal up to now. But there is only an outside chance they'll be able to block it this year.

Another election-year piece of political "must" legislation is also bogged down in disagreement over how far the government should go. This is the proposal to add some sort of health and accident insurance benefits to the social security program. The lineup of those for and against this is similar to the lineup on the minimum wage question.

Most Democrats, backed by labor unions, are pressing for a compulsory program of medical payments to retired persons. But the Eisenhower Administration is flatly against any compulsory program, and the President says he would veto any program which includes another boost in social security taxes. There is bitter opposition to any such program from many business interests, particularly the insurance industry.

But congressional experts believe both these programs will probably pass in some compromise form this year.

LABOR LAW DISPUTES STILL FLARE

Congress is still battling over labor legislation. One of the hottest fights of the year—a bloody inside brawl not generally visible to most people—is already over. This came when racket-busting Sen. John L. McClellan, D., Ark., sought to have his defunct special committee made permanent. He lost that bid, but won an important victory when the powers and files of the group were combined with the standing Senate Government Operations Committee, which he also heads.

Unions, believing they took a political shellacking at the hands of Congress last year in the Landrum-Griffin Act, have stirred up new controversy over demands that bans against so-called "common site" picketing be removed. This would permit one union with a grievance against one contractor at a construction site to picket the site. Thus, other unions could stop work for other contractors, and the job be shut down.

The provision was included in the House version of last year's labor bill, but was removed in the final agreement with the Senate. Opponents claim the measure would legalize destructive secondary boycotts, permitting a union to blackmail an employer with the help of other unions. Backers say present rules force union men to work with non-union workers. President Eisenhower has supported the legislation, but most businessmen have opposed it.

Meanwhile, many of the bitter fruits of last year's labor bill battles in Congress and the 116-day steel strike are showing up.

PEACE TALKS CHARTED

Government officials and leaders of both management and organized labor, fearing the effects of the lingering ill-will created during these past battles, are now charting what they hope will be peace moves. In many cases, these would be continuing labor-management "summit" meetings.

First of the meetings was scheduled last month between top leaders of labor and management. It was proposed by President Eisenhower, and included three top management spokesmen and three high labor union leaders. In addition to smoothing ruffled feathers, the President hopes these meetings will help ease inflation and help price stability, solve some of the problems of automation, and join the two groups in a common assault against damaging foreign competition. The plan is to set up such meetings for individual industries, if they are productive.

The steel industry has already started such a peace move. Major steel companies and the United Steelworkers Union (AFL-CIO) are forming a joint committee to seek better long-range relationships. Called the Human Relations Research Committee, it was set up as part of the settlement of the long strike last year. One of its major tasks will be to reach agreement on the critical question of management's right to eliminate so-called local plant work rules, one of the issues which touched off the strike.

HELP STUDIED FOR MACHINERY FIRMS

Government officials are finally moving toward some real help for the critically hurting machine tool industry. Four separate studies have been called for in an effort to aid the depressed industry.

The industry is encouraged—but a little wary of counting too much on the studies. They believe

(Continued on page 61)

Look Out...

Your Good Foremen Today May Be Misfits Tomorrow

Your newest headache may be just ahead: foremen who will lag behind the march of progress. Here's real help now for tomorrow's toughest management problem.

by Auren Uris
The Research Institute of America, Inc.
New York City

THE CARTOON ON THE FACING PAGE shows what may be happening in your plant right now. Because the steady, reliable supervisor of today is fast becoming the problem supervisor of tomorrow. It hasn't happened to all good supervisors, of course—nor in all companies. But far too many (like the cartooned misfits on page 11) are going downhill into obsolescence in a hurry. Why? Our new technology, for one thing. For another, different concepts of managing. And since the deterioration has been gradual up until now, it's been hard to detect.

There's another explanation, too. We're still busy with an earlier problem of supervision. Ever since Frederick Taylor, we've been trying to change the old gang boss into a department head. Our attempts have matured, to be sure. We've come

a long way—from simply trying to stop the mail-fisted foreman from beating his men into submission, to careful and intelligent training in group leadership and human relations.

Many companies are still in the early stages of this effort. But time, tide, and competition wait for no management. Out of today's pressures comes a new situation that's fast making yesterday's ulcers obsolete.

Let's look at a typical supervisory group. You're hearing a division superintendent giving the plant manager an over-



TODAY... just a few "problem" supervisors



POOR



SATISFACTORY



EXCEPTIONAL

TOMORROW... your average men just won't fill the bill



MISFITS



all appraisal of his 20 supervisors:

"Five supervisors. These are top men, effective, lots of potential.

"Ten supervisors. Steady, reliable. Almost all have come up through the ranks, know their jobs thoroughly. They are the backbone of the group.

"Five supervisors. These are the misfits, problem supervisors for a variety of reasons: apathy,

inability to assume responsibility or absorb technical know-how."

Until now, your problem supervisors were limited to the "misfit" fringe. But in the changing situation confronting management, tomorrow's problems will be different. The backbone of the group, the dependable old production man, is becoming the big headache.

The reason? The supervisory job is changing.

The Supervisor Situation in Your Company Tomorrow

Your company will be up to the ears in change:

Increasingly Technical Processes—"I used to be able to repair every machine in my department blindfolded. Now I'm afraid even to remove the housings from some of our new equipment. . . ." That's a foreman registering a reaction to recent developments.

Call it automation or methods improvement, an advance in technology hits any foreman where he has been weak—in technical training. In some industries, the jump has even left staff engineers behind.

Line-staff Relationships—"I used to see staff men on the floor maybe once a month. Now they live here."

Traditionally, the foreman has been king of all he surveyed. When a staff man from research did enter the front-line domain, it was usually as a dishonored guest. The old situation, in which the staff expert came hat in hand to match the foreman's chip on the shoulder, is giving way to a new partnership. It's more than some old-time supervisors can live with.

"Different" New Employees—"I used to know where I stood

with my men, and they knew where they stood with me. But the people they're hiring these days. . . ."

The old-time supervisor was perfectly capable of bossing tough but essentially tractable employees. Today the docility and obedience that marked our working population has almost disappeared.

Lacking an understanding of the psychology of motivation, many foremen are baffled by the new employee. It may be a kid out of high school, or a man or woman with a college degree.

You hear echoes of the battle in such terms as, "They don't give you a fair day's work"; or, "They just don't know how to take orders."

Greater Dollar Value of Equipment—Newspapers recently described a mishap at Arco, Idaho. The Atomic Energy Commission's experimental breeder reactor was being subjected to a test involving massive doses of power. Suddenly the pile seemed to be getting out of hand. The man at the controls was told to shut the power off. He misunderstood, pushed the normal shutdown button instead of an emergency switch. The building became radioactive, had to be closed for months. The re-

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Tomorrow's problems will baffle today's average supervisor



1 Technology will leave Jack behind.



2 Organization will tie Pete in knots.



3 The new-fangled worker will be too much for Sam.



4 Big-money decisions will scare Fred stiff.

actor core was damaged beyond repair.

What does this mean in terms of your supervisory problem? Time was when top management knew that the greatest damage a second- or third-shift foreman could do would be to wreck a \$500 machine. Your company may not own any equipment as costly as the AEC reactor. But as equipment becomes more complicated, the possibility increases that a fore-

man's mistake can cost you tens of thousands of dollars.

Facing Up To the Problem—

It's serious, but don't assume you know the extent of your involvement. The nature and degree of the problem will vary from company to company. First step is to see just where you stand in view of the prospects of your own company.

You want to examine both the broad and sharp focus.

Sizing Up—Your Supervisors As A Group

Now, with a study recently done by the Research Institute of America, you can compare your own supervisory group to an average in four key qualities—age, education, pay, and length of service (charts below). The study, covering 11,598 supervisors from a broad cross-section of companies, gives you a starting point for studying your supervisory staff. If you compete with other industries for supervisory personnel, the results may be revealing.

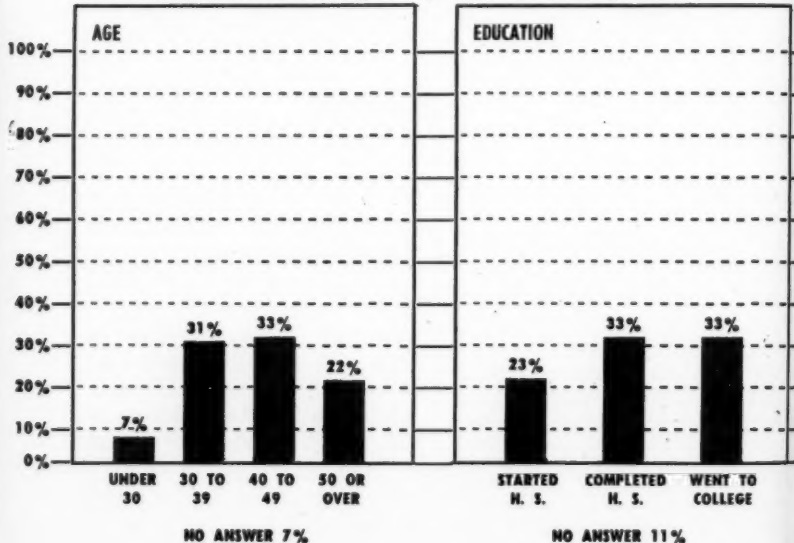
Make the comparison by following these three steps:

...*Get the figures for your own group.* You probably have all the information in your personnel records. Tabulate it as in the charts below.

...*Compare your results.* Superimpose your own statistics on the charts for a quick comparison with the average. Look at the chart on page 14 to see how the "Age" chart might look for a fictitious ABC Company.

...*Analyze your comparisons.* Don't draw arbitrary con-

How 11,598 Foremen Shaped Up on Four Key Qualities



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clusions. The differences have meaning only in terms of the needs of your own organization.

Consider the ABC case, for example. Two conclusions could be drawn:

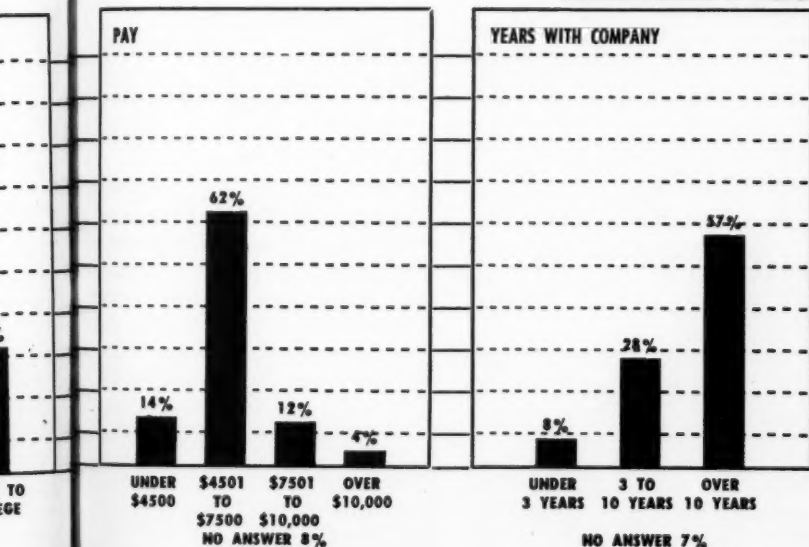
Favorable—the higher average age of these ABC supervisors suggests greater maturity—with experience. This may be desirable in a particular business.

Unfavorable—the ABC Company is possibly stuck with superannuated, inflexible supervisors, unable to absorb new information or adapt to new situations.

Your Policy Anvil—To hammer out the pro's and con's in your policy reconsiderations, question yourself:

... *On age.* Must we recruit supervisors from younger age groups than before, to get a more satisfactory balance between experience and youthful enthusiasm? . . . Are there age gaps in our supervisory group that account for disunity in supervisory relations? . . . Does top-heaviness in younger brackets mean we have youth—but not necessarily supervisory savvy? . . . If we're heavy on older age brackets, do individ-

RESEARCH INSTITUTE OF AMERICA

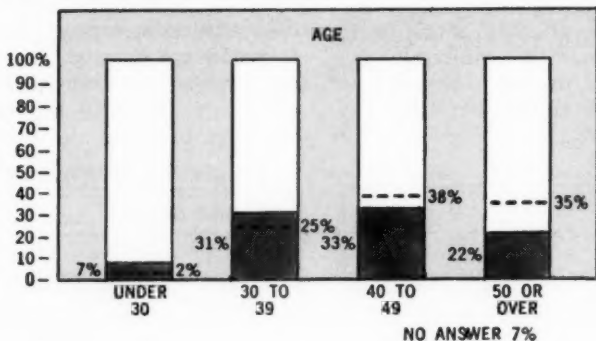


uals that stand behind these figures represent a problem in adjustment when the winds of change begin to blow?

...*On education.* Have our development goals failed to take into account the low educational level of our supervisors? ... If education is indeed an important supervisory qualification, in view of contemplated company changes, can we shape

about our present less qualified men? ... To do more brass-tacks thinking on the pay angle, must we look further into pay policy in our industry or locality?

...*On years with the company.* Does the long service of most of our supervisors suggest that we need fresh blood for new thinking among our people? ... Does the tenure of



practicable education-improvement programs for supervisors?

... Does the kind of education represented by the data indicate a satisfactory or unsatisfactory qualification?

...*On pay.* Does our pay level offer an explanation for the possible inadequacy of our supervisory staff? ... If we feel we have to boost supervisory salaries to attract the type of qualified men we're going to need, what are we going to do

many of our supervisors indicate that they're "in between"—not around long enough really to "get" company operations, but just familiar enough to get the hang of things—so that sudden changes might catch them off-balance, without a sufficient foundation to build a new understanding of advanced operations? ... Do we have a large group ready for retirement, without a sound plan for replacement?

Solid Gold Filing Cabinet—In your efforts to re-examine and possibly modify present policies, don't look for formulas. Even those formulas that have worked wonders in other plants are likely to fizzle in your own plant. Keep firmly in mind that there are two critical elements in your situation that no other company can match. Here they are:

... *What's ahead for you.* This item is probably filed under a tab marked "Company Plans." Your plans for expansion, product enlargement, market approach, and processing changes are your own and nobody else's. You'll want to keep one eye focused on this area when you evaluate your appraisal of the adequacy of your supervisory group.

... *The potential of your supervisors.* Your personnel records tell much of this story. But statistics may conceal as much as they reveal. They won't get out your work, solve production problems, lead employees. That job is done by a Fred Schmidt, a Scotty McDermott, a Frank Di Matto, a Lee Bergman.

But each of these men deserves—indeed, must have—an individual appraisal.

Sizing Up Your Supervisors—As Individuals

Here's your final move in building a supervisory group able to meet and beat tomorrow's toughest challenges.

Remember, new requirements in your company may cut the ground from under your "average" people.

Let's go a step further. Whenever there's extensive change, every supervisor will need some kind of help. Even the production genius will need some of your attention to make a quick (inexpensive) adaptation.

Problem Children—We recently asked a plant manager about his "problem" supervisors. Here's his list:

... *Jack, our maintenance foreman*, used to be a whiz in the baling-wire and chewing-gum days. Now he's lost when the new automatic gear breaks down.

... *As "Bull o' the Woods" of our machine shop*, Pete knew no peers. Today, he sees every staff man as his mortal enemy.

... *Sam could beat or cajole the old materials-handling workman with the strong back.* Now high-grade, well-educated employees rebel under his heavy hand.

... *Fred could turn out the*

stuff when a poor decision cost only \$200. With today's costs running into big money, he's scared he'll make a \$10,000 boo-boo.

You might be able to duplicate that list—or go it a couple-of-dozen better. Your Jacks, Sams, Petes, and Freds may be apathetic, or loyal but limited, or eager but over-ambitious. But to act constructively, look at your supervisors outside the frame of reference of “problem” individuals.

Performance-Centered Training—Lost in much of the talk about management and supervisory development is a single, simple fact: Your interest, and that of the supervisor involved, is not in improvement in the abstract—but improvement for better job performance.

Ninety-nine out of 100 cases of supervisory lack of interest in training could be licked at a single stroke by showing trainees the connection between training and their jobs—present or future.

Ninety-nine out of 100 training programs that don't quite “get there” could get there if the planners would relate content to objectives.

Ninety-nine out of 100 executives like you would feel better about training costs if they could see that training dollars

are an investment, rather than a misdirected effort toward some fog-shrouded target vaguely labeled “Betterment.”

The concept of performance-centered training is not a narrow teach-’em-how-to-run-their-department idea. Its three foundation stones could be described this way:

... *Remove obstacles blocking growth.* In one case this means giving your man an idea of where he's heading. In another, it may mean just encouraging him.

... *Improve his job skills.* Help him acquire the tools of his trade—decision-making, and how to utilize the human resources at his command.

... *Modify his job situation* so it will derive the maximum from his strength, minimum harm from his weakness. This involves job content and responsibility.

The first two points above involve motivation and job skill. It's interesting that if you check back to the list of “problem” supervisors above, you'll see that the heart of each problem is a need for better motivation or more job know-how. Many an attempt to improve supervisory performance fails because the executive neglects one of the two factors—doesn't

consider the two in their inter-relationship.

Cause for this oversight is the either-or approach that's sometimes applied to these factors. It's the old lead-and-feathers riddle: Which weighs more, a pound of motivation or a pound of skill? Skill and motivation are the Siamese twins that must be figured together into your improvement plan. Any attempt to separate them is likely to end in program failure.

Weighing Your Men

The chart on the next page helps you to roughly assess the individual supervisor's needs in terms of skill and motivation. There's been enough written about skills training to confound the most avid reader. But there's a notable omission in the suggestions for selecting a "course of study." Usually left out of the picture are the supervisor's own ideas of what he needs. But he isn't in position to anticipate the changes coming his way. That's where you come in. A talk between supervisor and superior might yield a simple answer like this:

"Since the equipment we'll be using involves more and more electrical components, best thing would be a refresher course in electrical circuitry, etc."

And don't overlook the need for human-relations training. The skills needs of the supervisor may take a turn of this kind:

"While the number of people will be smaller, most of them will be technically trained. A better understanding of the kind of people who become technicians—of their status outlook and sense of values—will come in handy."

For some supervisors the only answer may be a modification of job responsibilities. It's too much to expect an old-timer to adapt to change like a youngster. The difficulty—not new to management—is showing the unadaptable supervisor the advantages of a modified responsibility.

Double-Checking Remedies

A series of questions can help you find how well your supervisory training efforts or ideas are performance-centered. Try these:

... Is time spent on training, counseling, discussing, or otherwise helping supervisors handicapping current production? But hours devoted to training at the expense of getting out the work may be an unnecessary gamble on a future gain. Important here is the effect on supervisory thinking. There's

How to appraise the individual supervisor---and help him

		SKILL		
		HIGH	MEDIUM	LOW
MOTIVATION	HIGH	<p>"He couldn't be better."</p> <p>Topnotch when working at topnotch level. No problem here. Put him on his own, depend on him in the pinches. Give him his head, let him learn by handling increasing responsibilities.</p>	<p>"He's capable, but something's lacking."</p> <p>He'll be above average because he'll make up in effort what he lacks in ability. Additional job information may yield unexpectedly big returns.</p>	<p>"He tries awfully hard, but . . ."</p> <p>He tries to make good though the job is too big for him. Painstaking instruction can make things easier, maybe push him over the line. Basic need is management orientation. But don't overlook possibility of misplacement.</p>
	MEDIUM	<p>"If he'd try a bit harder, he'd be tops."</p> <p>He'll do an above-average job—but he could be better. Stimulating his ambition, telling him his prospects, is likely to pay off.</p>	<p>"You'd call him Joe Average."</p> <p>He's your average supervisor doing an average job. It will take both job training and encouragement to get him off the dime.</p>	<p>"I could do the job quicker by tackling it myself."</p> <p>He's on the borderline, is easily overtaxed. Easier assignments have a better chance of being well done. Would be helped by a basic re-orientation course in his job responsibilities.</p>
	LOW	<p>"He knows the job, but doesn't apply himself."</p> <p>He'll just coast along, performing below his potential. If you can't convince him there's a future in his job, he's wasting his time—and maybe yours. Try sparking his ambition by steering his attention to future skill needs.</p>	<p>"I'm keeping him on because there's nobody else."</p> <p>He's merely marking time. Chances are he's misplaced in his job. Try to find out what he's really interested in doing—and help him do it.</p>	<p>"I've got to do something about him."</p> <p>This one's at the bottom of the list. He's a gamble—in a key job will undoubtedly bottleneck the works. Consider transfer to job where his skill is relatively higher.</p>

a de-emphasis on job goals in favor of training goals. Shouldn't it always be the other way around?

...Does every part of the program grow from a specific job need—current or anticipated? (Don't let yourself off the hook on this one. It's tough, but rewarding to pin yourself down.)

...Does each supervisor understand the relation between his training (formal or informal) and his job goals? (This really means: Have you pointed it out? In most cases, no matter how obvious the relationship may seem, supervisors will accept training because you're

giving it to them—not out of a sense of need.)

...Have your attempts to improve supervisory performance and qualification been preceded by a talk in which job goals were: (1) Described, so supervisors know what the company wants from them? (2) Evaluated, so they have some idea of goal measurement and can know how well they're doing?

...Does each supervisor know his strong points—and the problem he represents to you and to your company's future? (This last question is a delicate one. Yet if you can't answer "Yes," problem supervisors will remain problems.)

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"Your wife, Johnson. She says if I don't give you a raise she'll make you resign."



TOP THE TO WAY THIS

by Clarence G. Scholtz

AN EXECUTIVE MUST BE INTELLIGENT, that goes without saying. He must be a technician, that is very important. He must be an organizer, also important. He must have the ability and knowledge to enable him to formulate company policy. He must be a leader. He should be able to be a good after-dinner speaker, a good community citizen. He should be an expert at strategy, a thinker, a forecaster, and one who is right the major-

ity of the time. He must understand the value of a dollar, keep up with the constant changes in technology as they relate to his business, keep a

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close watch on his competitors, and be able to shift quickly his strategy to overcome any move made by a competitor which would harm his organization.

An executive can be all these things and yet be a failure. How? and why? He may be a wizard on finances, or methods, or marketing, or the technical side of the business, but if he lacks the ability, the understanding, the psychology which is the human relations part of the business, he will never be a

success with speed, somehow slip and fail to gain the top not because of lack of intelligence, brains, know-how, etc., but due to their inability to understand their fellow men; to create an atmosphere wherein the best in the staff is brought to the surface; to think not only as an executive but also as a clerk (how few executives can accomplish this); to understand that there are days when everything seems to go wrong even for the most efficient employee.

... What is an executive's greatest asset? As this article points out it's not just one, but a multiplicity of personal and business ingredients that spell success for today's manager.

great success, for it is only when a leader can inspire his staff or associates, gain their complete respect, and confidence, and through that invisible but necessary tie called psychology obtain the most from these associates at the least cost, time, and trouble, that he can put his own abilities to work at their best and reap the rewards.

It has often been noted by we who have spent 20 to 40 years in business how many times men who appear at first to be climbing the ladder of

You and I have seen these men almost make the top, almost but not quite, while others have reached the pinnacle.

I once worked for an executive who can best illustrate the type that almost makes the top but never completely succeeds. He was a good business man. By that I mean he was shrewd, no one was going to put anything over on him and they never did. He understood the value of a dollar, could make a satisfactory deal, and never spent a dime unneces-

sarily, and when he did spend that dime he expected to receive in return at least 12 cents.

However, he was obstinate, inflexible, hard to convince. During the depression he was sitting on top of the heap. Cutting corners was just his hobby; reducing expense almost a religion. Working hard and long hours was part of life. He could do just about everything an executive would be expected to do except get along with people. That, in the long run, was his downfall. Far more persons disliked him than ever did like him. Fortunately, I could get along with him easily, but most others including fellow executives could not, and multiply that by the thousands who over the years came in contact with him in a business way and you can realize that sooner or later someone would lower the boom. The tragedy was, after working hours he could unbend and be a regular fellow, but during business hours he was anything but. Here is a shining example of an executive gifted with about every requirement for being an executive except the greatest asset—understanding and getting along with employees, associates, and others.

Also flexibility is an asset. The executive I mentioned

above, while riding high during the depression years, somehow could not appreciate that as we came out of the depression the formula for conducting business changed. What worked so well when businesses were going bankrupt and economy was the order of the day, became a brake on business expansion and improvement when prosperity again appeared in the business indices.

I am sure of one thing; with an executive's greatest asset—getting along with people—and flexibility, this man could eventually have occupied the top chair in management. He never did.

Two Sides

That is one side of the coin. The other side could be illustrated by another executive I once was associated with. This man had a sunny disposition, was a back slapper, an inspiration to those who worked with him, friendly with all persons he met, even those whose philosophy differed from his, understanding, and really liked his fellow men. His employees would do anything for him; no one grumbled about the work load, no one ever left his office angry or resentful, no one ever questioned his motives.

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"Thank You" So Helpful

He took pains to compliment an employee if that employee accomplished a hard task quickly and accurately. He never used that old saw about "why the fuss, was not the employee being paid a salary for doing everything right and fast?" He went beyond that outdated theory and paid the compliment. What could he lose? It did not cost anything to say thank you, and it made the employee happy and quite willing to think and work harder to accomplish more.

In those days air-conditioning was something of a toy and not a necessity as it is today, so we all suffered from a heat wave. He did not count the cost but would close early, yes, earlier than competitors, so the employees could go home or to the beach. Did production suffer? Certainly not. He would let it be known early in the morning (particularly if the weather bureau predicted the record would be broken) that we would close at a certain hour and ask everyone to try and get the work up to date before that time. The results were perfect. He understood human nature, whereas the executive described earlier in this article apparently did not.

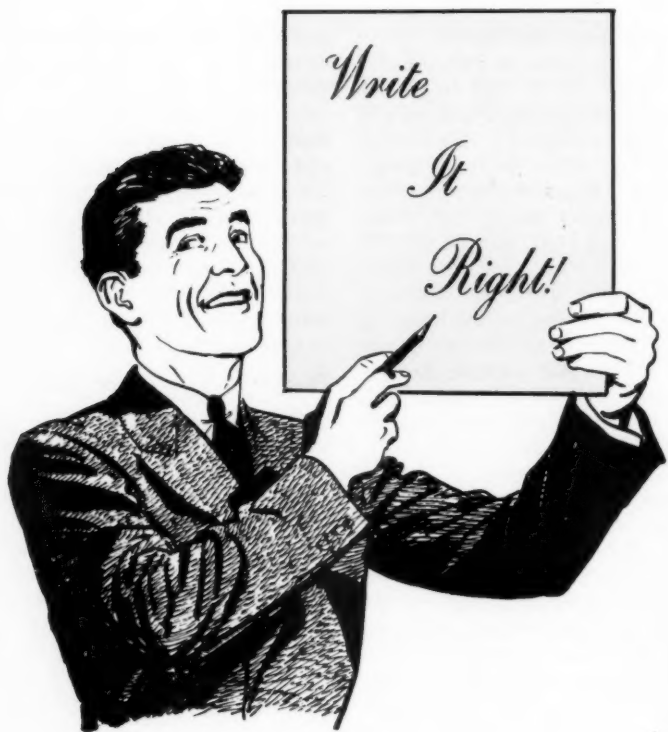
As we used to say in the Army, he never pulled rank on

anyone. He always explained every move made in the office, whether promotions, changes in departments, or changes in policy. He never left it up to the grapevine to do the explaining, thus there never was disastrous morale damage done as so often is the case in organizations which apparently feel it is none of the employee's business how and why management makes their decisions.

Psychology: A Great Asset

It is often said employees can make or break an executive, and how true that is. If everyone simply sets the pace which will just barely keep them from being discharged, then it is self-evident more employees than necessary will be on the payroll to accomplish full results. If, however, the Chief gains the respect, confidence and good will of his employees there will be less clock watching, less idle time, less stalling, less absenteeism, and much more work, thus allowing that executive to operate with less manpower and be recognized as a successful leader.

An executive's greatest asset is his psychology in handling other persons whether employees, fellow associates, or strangers, because it is this which pays off with the largest dividends.



by Dr. S. W. Brossman

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SINCE MOST MANAGERS will undoubtedly agree that the main characteristic of communication within industry is olfactory, it stands to reason that the best way to improve the situation is to use an effective deodorant. Now, no one is suggesting that industrial communication should come out of atomizers, but there is a strong implication that its bouquet is rather more related to the leek than the lily of the valley.

What is this pungency about industrial communication that managers and supervisors decry? Why do they not breathe the aromatic joy of the written word like the sweet perfume of Araby? And was it industrial

Written communication need not be a manager's worst enemy if he will follow the clear, simple rules laid down in this article.

communication that Shakespeare described when he wrote: "The rankest compound of villainous smell that ever offended nostril"?

To be sure, reports and memoranda in industry are not the most fragrant fumes in the world of communication, but neither are they the most musty mist that ever assailed sensitive nostril. Certainly the state of writing in industry is not beyond the hope of fumigation.

But the best solution I can recommend is neither spray nor sachet, but plain old ventilation. Bring a little fresh air of informality into your inter-company memos and you'll find a world of difference in clarity of the message and response of the reader.

* * *

Probably the rankest type of company communication occurs when the supervisor attempts to record in writing his thoughts for the day. He might be an easy-going, informal, even jovial boss—well liked and respected by his subordinates. But somehow, when he takes pen in hand he turns into a tyrannical Mr. Hyde or a stiff-necked Prussian general, or worse. His relatively innocuous message is couched in stiff and formal and unsmiling terms. His remarks take on the bark of an order, and his men consistently resent every written memo he writes.

Make It Clear

Unfortunately, too many supervisors feel they must become over-polite and artificially formal in order to write good English. But good English, of

course, is simply that which is suitable to the purpose. Formal and impeccably correct syntax is just as out of place in the shop as shoptalk is misplaced in a research paper for graduate study. And by the same token, stiff and formal writing for an easy-going, informal fellow is just as anomalous. For writing is merely an extension of the human personality. And the higher the fidelity, the clearer the message and the greater its effectiveness.

For example, if you supervise a drafting group in a relatively large engineering department, and you find the need for some kind of written introduction to the group for new members, you might try using something as follows:

"One of the Family" Approach

"Welcome to the Drafting Group, your new home at this company. I don't know how long you will be living with us, but I'd like you to consider yourself as one of the family, starting with your first day of residence here. And I'm not sure if you agree that there's no place like home, but I hope you'll consider the Drafting Group more than just a place to hang your hat.

"Your first week or two will be a sort of training period. And for the first few days you will

read drafting practices till they come out of your ears. That's how we will know that it's time to start your next phase of training: drawing a variety of layouts, schematics, and other designs.

"The primary job of this Group is to provide drafting services to design engineers. We're a sort of central station where drawings limp in all botched up and roll out properly drawn, with the designer's changes, corrections, or other instructions incorporated into the final drawing.

Accuracy Important

"The cardinal rule that you are to follow is accuracy—and that's not as easy as it sounds. For the standards of the Drafting Group are high, and when you've come to the point where you can produce a drawing that our leadmen can't red-pencil, you will have truly arrived.

"Our drafting procedures are in the Drafting Room Manual, which will be assigned to you. This is our guide and our standard. Now, I don't expect you to esteem the DRM higher than your Bible, but I hope that you'll at least put it in second place. However, you need never memorize or recite the DRM by verse and chapter, for it is a reference book, and I want you

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to do just two things with it: become so familiar with it that you can turn immediately to any subject you desire, and follow its commandments religiously. I promise you that the congregation of the Drafting Group will never be required to intone in unison the DRM scriptures. But if you violate its sacred passages, chances are that you will be consigned to a fate somewhat less than the pleasures of Heaven.

"Your major reference area in the DRM will depend on the part you play within the organization of this Group. Our functions are basically divided into electronic drafting and mechanical drafting. If you are assigned to electronic drafting, your main task will be to make schematics that are clear and easy to read. A good schematic job requires familiarity with the basic electronic symbols and strict adherence to the rules of spacing, placement, and sizes of components.

Drafting Standards High

"Standards for mechanical drafting are also high. And the sooner you learn to find various drafting subjects in the DRM, the sooner you will start making a direct contribution in the Drafting Group.

"Above all, pay close attention to details, for this is the

heart of good drafting. Each engineering department has its way of doing things, and these policies and rules are expressed in the details of craftsmanship, such as thickness of lines, height of letters, distance between parts, and so on. Your training period in this Group, therefore, will consist not so much in memorizing answers, but in recognizing which questions to ask; not so much in memorizing rules, but in learning where to find them.

Need Help? Ask for it

"Well, every bird likes his own nest best and I'm going to help you feather yours as best I can. We try to fly together in the Drafting Group, and if I can help you go up, you can be sure that I'll do my best. Provided you are deserving, of course. For we're not going to keep you under a protective wing for long. As soon as possible you will be on your own and it will be up to you to demonstrate that you are deserving.

"Don't be bashful. If you need help, ask for it. But if you want reliable assistance, ask your leadman, not your neighbor. And feel free to see me personally about any subject at any time if you feel the need to do so."

The Pep-Talk Approach

Or if you want to remind your draftsmen about the importance of their work, or in short, if you want to give the fellas a pep-talk, perhaps something like the following might do:

"As a general rule, people don't look up to those who blow their own horns, but within our own Group, in harmony with each other, efficient drafting music hath charms to soothe any savage engineering breast. And I think we can all be proud of the function, reputation, and performance of the Drafting Group.

"Actually, it's a good idea, I think, to remind ourselves occasionally of the important role this Group plays in the engineering orchestra. Our primary responsibility, of course, is to insure that drawings in every respect are acceptable to the customer. And the only way to do this is to refer constantly to our Drafting Room Manual and customer requirements. For the continuance of the very contracts under which our Engineering Department operates depends upon the acceptance by the customer of the hi-fidelity drawings we compose in the Drafting Group.

"But we not only assist the customer; we also provide

drafting assistance of every kind for any Group in the entire Department. We prepare new drawings for design engineers and we also redraw drawings to meet our company's own requirements. And, as you well know, we also incorporate engineering orders on drawings, as well as restore drawings that are illegible or torn.

"Well, this is quite a lot of melody to come out of one Group, but, as a matter of fact, we have another important job, and that is indoctrinating new employees in our company's drafting practices and procedures. Of course, the training of draftsmen is one of our most important jobs. But good engineering personnel are always in training, in a sense, for it takes constant application and industry to turn out the high stereophonic quality of work we demand in the Drafting Group.

No Slackers Wanted

"Naturally, one thing we can't tolerate are falsettos who might try to turn our operation into a musical comedy instead of an earnest, hard working drafting band. There's no room in our Group, obviously, for isolated little combos where some young hepcats might be more interested in jive-talking

to one another all day instead of getting down to the serious business of turning out harmonious drawings. Of course, people who fiddle instead of work very shortly are singing their own swan song, a sad toccata, incidentally, which is fortunately not heard too often in this Group.

"Now, this doesn't mean that we have to maintain a fast fox trot tempo in the Drafting Group; it merely means that in order to do our job within our allotted budget we have to do our very best all of the time. Some of the time isn't good enough. For this Group is too important to the Engineering Department to tolerate drawings out of tune, sketches off-key, layouts off-pitch, and draftsmen off-beat.

Cooperation Is Key

"If you'll remember to be careful of all details—down to the last sharp and flat, to refer often to your DRM, to consult your leadman often, to stay on top of the rules and to hold your drafting procedures in high regard, then I don't think we'll ever have to jack you up to turn up your volume. And don't forget that cooperation in the Group, especially with your leadman, is perhaps the single most important tune you will ever carry. For cooperation is

a two-way street, and every time you help the Group do a good job the avenue to success in this company is opened up that much more. But a cul-de-sac is the only place that non-cooperation can lead to.

"Well, so far the production of the Drafting Group has been anything but dissonant. And one of the reasons we've been able to keep up with and surpass our mammoth workload for the Engineering Department is that we've had no discord and almost no sour notes. Let's keep it that way. And let's make it even better. For turning out good drawings is music to my ears."

* * *

At any rate, there's no reason why the toughest writing assignments in the industry can't come up smelling like a rose. All that's required is simplicity of expression and a genuine extension of the writer's thoughts—coupled with a degree of freshness of phrase. If you have something to say to begin with, if you organize your thoughts carefully, and use the words—symbols best suited for your message as well as yourself, your memos will not only be readable, but they might also be interesting.

Dear Mr. Sknul . . .

by L. K. Sknul

WHEN I ANSWERED THE REQUESTS of a few readers for assistance in their business and management problems, I did not realize what a landslide of mail it would provoke. My desk is now piled high with appeals for help, and once again I shall devote this space to answering a few of the more pressing of these requests.

Dear Mr. Sknul:

I have a management problem. I am the president of a mattress manufacturing firm and am at present trying to step up production from 15 to 20 mattresses a day without increasing the number of workers employed. The three mattress stuffers that I now employ say that they cannot stuff more than five mattresses apiece a day. I think they can, but that their union leader (The International Brotherhood of Mattress Stuffers and Spring Tiers) has told them to slow down. What do you think? Is feather-bedding going on?

Sincerely yours,
Puzzled President

Dear Puzzled:

How should I know? It's your mattress factory.

Dear Mr. Sknul:

I have a problem with my chrysanthemums. Yesterday morning I went out into the yard and they had all turned brown and fallen over on the ground. What is the matter with them?

Sincerely,
Flower Lover

Dear Lover:

I just do not know what I am going to do with you people who think that this column is a catchall for any old sort of question. Let me state clearly again, that I am willing and eager to answer any questions on management problems but my responsibility goes no further. It is only through a charitable instinct in my heart that I answer such requests as yours. Madame, your problem is a simple one. Your flowers are dead.

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Dear Mr. Sknul:

I have a problem in personnel relations. I am manager of a large perfume works. Last week one of our workers accidentally fell into a vat of our new perfume, Venetian Canal (\$.95 at your local drug store). He was uninjured but quite upset about the matter. On climbing out of the vat, he accused the foreman of sloppy safety practices. An argument ensued and the worker slugged the foreman.

The foreman wants to have the worker fired. I am not sure if I should discharge him as I think the worker's anger may have been justified. What is your opinion?

Yours truly,
J. W. Pellwitt, Manager
Wiff-o-the-River Perfume
Company

Dear J. W.:

Certainly, the worker was justified. If you had fallen into a vat of perfume, I'm sure you would have been highly incensed.

Dear Mr. Sknul:

I hate to complain to you again after you helped me out before. If you remember, I am the Electronic Lister, Semi-Automatic whom you fixed up with DAVE, the Digital Auto-

matic Verifier, Electronic, several months ago. I am afraid that we are not compatible, Mr. Sknul, although I have tried in every way. For instance, in the evenings after work I would like to just sit and send pulses back and forth with him. But he always wants to spend his time reading in his tapes. He is so messy also. He won't dump his punched paper output tape into the receptacle but spills it all over the floor. When I send him a message about this, he gets all upset and opens all our tielines for an hour or two on end. But worst of all there is NELL, the Non-Electronic Label Lister, that has been installed on the other side of DAVE: DAVE is always sending her messages and I just know something is going on between them. What should I do, Mr. Sknul?

End of message,
ELSA

Dear ELSA:

Marriages, it has been often said, are made in heaven. But unfortunately, they must be worked out on earth. You must realize that these little squabbles and jealousies are not uncommon in any marriage, even where both parties are as intelligent as you and DAVE are. You must have patience and try to live with his idiosyn-

crasies, just as he must learn to live with yours. He is probably tired at the end of the day and wants to relax a bit. Send him a request or two about his day's work, and he'll probably send back all the pulses you can handle in your storage unit. As for his spilling his output tapes on the floor, would not a larger receptacle do the trick?

I am, however, quite surprised at your reaction to

NELL. I am sure that her relations with DAVE are strictly business ones. Many marriages are broken up by just such a petty jealousy as yours. Act like a grown-up Lister, for goodness sakes, and forget any thoughts you have of DAVE's infidelity. Remember that any marriage takes lots of hard work and good faith. But keep at it, and yours is bound to succeed.



"The pay isn't much, Mr. Stewart, but as an efficiency expert I'm sure you'll manage."

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HOW DO YOU MANAGE YOUR VOICE?

by Lloyd Derrickson

It almost goes without saying that foremen, or any men of management, high or low, are always concerned about making a good impression on the men they work with. They wouldn't think of going to work with uncombed hair, dirty shirt, stained suit, or needing a shave. They realize they must be well groomed if they wish to make a good impression.

But how many managers think enough about their own

personal speech? How many stop to consider that the way they talk is perhaps more important than the way they look in creating the over-all impression their fellow-workers have of them?

As soon as a manager opens his mouth he immediately reveals a great deal about his personality. His voice tells whether he is sloppy, timid, self-assured, calm or nervous. It tells whether he has rhythm,

proportion, and balance; whether he thinks straight or crooked. In short, his voice not only tattle-tales what he is, but also forecasts what his relations are going to be with practically every employee in his company.

One of the most important elements of success in the business world is the ability to speak clearly and forcefully. Words are tools. With them we build ideas and thoughts, and when skillfully used they exert a powerful influence on the thoughts and actions of others.

However, it is not only the words we use, *what* we say, but *how* we say it that is of the utmost importance. When subordinates hear a manager speaking with clarity and conciseness, proper pronunciation and poise—the attributes of good speaking—they absorb those factors of orderly thinking and almost automatically imitate them.

Any manager can improve the quality of his speech and increase its influence. He doesn't have to be a "born speaker" to speak well. He doesn't have to be a college major in English. Even those with speech defects can help themselves. It's really a simple matter to improve speech if one *wants* to.

The first step to improvement is to recognize your speech defects and poor speaking habits

so that you can practice to correct them. Ask yourself the following eight questions. They are among the most common speech defects. Those to which you must honestly answer "yes," are the ones that will require work for correction:

1. Do I speak too slowly, with too many hesitant pauses?

2. Do I speak too rapidly, thus slurring words?

3. Do I stall my speech with "uh . . . er . . . ah"?

4. Do I speak in a monotonous tone?

5. In moments of stress, do I allow my voice to become shrill, high-pitched?

6. Do I allow my speech to trail off at the end of words and sentences?

7. Do slouching, poor posture prevent my voice from sounding poised and clear?

8. Do I have trouble pronouncing (r's) (st's) (ing's) (a's) (l's)?

The best way to become aware of your speech defects is to get a voice recording and listen to it. It will help you immeasurably in improving your vocal quality. Recordings may be obtained inexpensively in most music shops and department stores. If you have

access to a tape recorder, use it. Record your voice both speaking and reading. Check to see if you hit the same tone too often. Do your words bubble like a spring freshet, tumbling from your mouth pell-mell, helter-skelter? Do you mumble? Do you sound as though you're reading from a 1910 feed catalogue? As though you're witnessing a volcanic eruption and maybe sitting in some of the lava? Get the proper tempo in your voice. Extremes should be avoided. Experiment with various voice speeds. Slow, medium, fast pace. Then try to settle on what is medium for you. Once you've determined that, you'll be able to control your speed of voice better, shifting from time to time as the content of what you are saying indicates. If you are giving directions or information, it is best to speak slowly so as to allow your listener time enough to hear and digest the import of the words.

Study your speech. Work to correct the flaws. Improve your good qualities. Listen closely to recognized expert radio and TV speakers and try to emulate their pronunciation and clarity of tone. Listen to friends, neighbors, strangers converse, and try to detect their flaws of speech and avoid making them yourself.

Guard against being merely fluent in your speech. Having the "gift of gab" is no insurance that your workers will enjoy listening to you—or even listen. Haven't you frequently avoided people who talk so much and fast that they run out of breath and generate little puffs of foam at mouth-corners? No matter how many words they know, or how well versed they are in a subject, if they ping words at you like peas rattling off a tin pan, you're naturally going to pull in your eardrums. Workers do the same thing if they're overwhelmed with so many words they haven't time to hear them all. Remember, slow and easy is better than fast and garbled. Good speech must be of good substance well delivered.

At the next opportunity, listen to a first rate actor as he talks. Note his articulation—the movement of lips, tongue, teeth and palate which interrupts the flow of vocal sounds to form words. You'll find those sounds are pliant to his will, projecting and presenting his personality in almost perfect word formation.

You can help your articulation by speaking before a mirror. Breathe deeply and speak out through a relaxed, open mouth. Try to emphasize the "m's," "n's" and "ing" sounds.

Practice saying tongue twist-ers:

Double bubble gum bubbles.

The rugged rascal raced the ragged rioters over the rocks.

Cease seeking success by sighing and singing silly songs.

What you say and the manner in which you say it can, and frequently does, have a profound effect on your workers. There is a delicate interplay between voice and emotion. If you wish to use your voice well you must learn to control your emotions well. Anger will cause your voice to be shrill, fast, loud. You can overcome this by taking a deep breath before you speak. You'll find you will speak more temperately. Humming is also an excellent device to ease anger. You'll find it will give you an immediate re-

lease as well as a self-renewing pause. Reading aloud is still another means of calming riotous emotions. It also develops voice texture, giving it depth, beauty and a peace that will contribute greatly toward your entire business harmony.

Good speech is a golden key that unlocks new doors for you. Your popularity will increase with your power of pleasing expression. Business associates will be favorably impressed, and therefore be much more likely to tag you for future advancement. Besides, better speech is more fun. More fun because you can say what you really mean to say, instead of fumbling and mumbling and never quite succeeding in saying what you really mean to say.



"I had to transfer that guy who used to work on roller coasters."



What the Bosses Are Talking About

Have you noticed? There's a new look in management thinking today. What is this new look? Why does it seem to be catching on all across this broad land of ours?

It's an elusive something you can't put your finger on—but it's there. It's like many other elusive things—good music, a gentle spring breeze, rain pattering on a roof. Things like that.

Have you been at any conferences, seminars or other meetings with a group of industrial executives lately? If you kept your ears open you probably heard them discussing various

problems, but their conversation almost always turned to employee relations. Isn't that right? They talked about how the lot of workers has been improved in recent years through improved employee relations.

Better employee relations and the opportunity for further improvements is a direct by-product of the present prosperous and progressive era in industry. Prosperity and progress are a winning team in the enlightenment of the people and the creation of goodwill.

Don't get us wrong. This isn't a soft-headed brand of enlightenment we're talking about.

Management still clings to its major objective—making a satisfactory profit. You know that any business enterprise must continually strive for this objective or perish. It's just simple economics. After this goal has been achieved, management can move on toward additional goals.

This is where you—the supervisor—come in. When you can help reduce the cost or improve the value of your company's goods to the consumer, increase the dividend rate to

the stockholder or add to the benefits enjoyed by production workers—then you're making true progress. But only if your company keeps its operation in a healthy, profitable balance. Only then will you be doing one of the most important—intangible as it may be—jobs for which you were hired.

Yes, this is the kind of talk that occupies successful managers when they gather. It should occupy you as supervisors.

You will not argue that success is every normal man's goal. The standards, however, by which success is measured in corporate management today are far broader than ever before. If you're a veteran of 20 years or more in industry, you can check back on your own recollections and verify these observations of change for the better.

Things definitely are looking up in the matter of employee relations. You—as supervisors—will play a major role in determining just how far this very important phase of industrial life will progress in the future.

Next Month...

WANTED . . . SPACE-AGE THINKING

Horse and buggy thinking is taboo in modern industry.

Should the employee or the employer be the judge as to the time to call it quits from working and enter the Golden Years? This provocative article covers some of the pros and cons of this pressing issue in modern society.

Compulsory Retirement: *Good or Bad?*

by Oliver W. Brown, Jr.

Who should decide retirement time—you or your employer?

For most persons there is no question. Upon reaching a certain age—usually 65, their company automatically retires them.

The practice has been criticized recently.

And it was debated at an annual national conference on aging at the University of Michigan.

A review of the arguments is in order.

The following were named as objections to compulsory retirement:

For those in good health, loss of job may touch off physical, mental and emotional decline.

It pulls the pin out of life. The whole personality is jeopardized.

A fixed age policy discriminates sharply against those who are still able to fulfill their job responsibilities. It violates the whole concept of individual differences. It's a bulldozer engaged in a leveling process.

Fixed age retirement plans may encourage workers who are not physically well to remain at their job to qualify for pension benefits. This may explain why so many people die within one year after retirement.

Compulsory retirement needlessly prevents many families from maintaining incomes sufficient to meet their needs. A

study has shown that retirement brings a 54 per cent drop in income.

The right of the individual to self-determination is usurped when the able and willing worker is forced into retirement.

With the increase in longevity, greater burdens of support are being placed on the younger workers.

Why, with the shortage of engineers, scientists and teachers, should we be retiring them? The same holds true for the experienced persons dealing with such national problems as juvenile delinquency.

It has been estimated that the cost of pensions would be reduced by one third if the age level of retirement was raised from 65 to 68.

The following were strong arguments advanced by those who favor maintaining compulsory retirement at a fixed age level:

The question was asked—When you think you're still a valuable worker, how would you like to be told by your boss that it's time to call it quits, to retire?

Companies which have no fixed retirement date tend to accumulate "dead wood." Bringing about the voluntary retirement of senior executives is probably one of the

most difficult top management problems a company ever faces.

With a fixed age retirement program both companies and employees are encouraged to plan and prepare for retirement. Vigorous younger men are attracted and held. It is possible to train replacements with the cooperation of the person they are to succeed.

How can a company plan for manpower needs if the time of retirement is left to the whim of the employee? How can anyone plan without knowing when he will retire and how much he will have to live on?

Under a completely flexible retirement plan there would be no good, objective criteria to judge when an individual should retire. There would be a wide area for human error if tests were used. Without the objective criteria many charges of discrimination would arise with adverse effects on morale.

With steadily rising productivity, the nation can afford to develop adequate financial programs for retired workers.

The two-man debating teams were composed of Clark Tibbitts and Robert K. Burns against H. G. Kenagy and W. Thomas Kelly.

Kenagy, associate professor of business administration at Texas A & M College, and Kelly, a Cleveland attorney, fa-

vored compulsory retirement. Tibbitts, a member of the special staff on aging of the U.S. Department of Health, Education and Welfare, and Burns, associate dean of the University of Chicago Graduate School of Business, opposed this view.

In a concluding comment, Kelly said: "As pensions become increasingly common, the idea of being relegated to the ash can at age 65 will go down the drain. For the first time in our history, we are developing

a group of highly mature people who have time to think and plan where our society is headed."

A three-man jury hearing the debate handed down a 2-1 verdict in favor of Tibbitts and Burns.

But the audience "vote"—measured by shifts in opinion—favored Kenagy and Kelly, 196 to 178.

"Sweet at 16 and shattered by 65."

Will this remain a stereotyped concept of age?

NMA CLUB ANNIVERSARIES

JUNE

5 Years: Bendix Products Management
Club Mishawaka, Ind.

Flagship Management Club Chicago, Ill.

15 Years: Taylor Forge Management
Club Chicago, Ill.

JULY

5 Years: ACF Industries Management
Club Berwick, Pa.

15 Years: Industrial Rayon Corp.
Foremen's Club Painesville, O.

~~~~~ Book Purchase Service ~~~~~

One of the most widely acclaimed and popular books treating the principles of management systematically has been selected for review this month. Our readers should find this provocative book a worthwhile addition to their personal library of management publications.

This selection can be purchased through the NMA's special book purchase plan at a savings of 20%. To order simply fill in the coupon on page 48 and mail it to NMA. Only NMA members are eligible to purchase selections under the plan.

Each month, we will select and review one or more of the most recent books in the management field which will be of unusual interest to our readers.

Norman George, NMA Manager of Research and Development, reviews the June selection.

Principles of Management

by Harold Koontz and Cyril O'Donnell

IF WE WERE ASKED TO LIST the four or five best books treating the principles and concepts of management in an organized and systematic manner, we would most certainly have to include Koontz and O'Donnell's **PRINCIPLES OF MANAGEMENT**. Those who teach management courses both to graduate students and practicing managers in executive development programs would likely place this text near the head of their list of the five or ten best books in management. **PRINCIPLES OF MANAGEMENT** is one of the two basic texts used in the

NMA Advanced Management Institute. Professor David C. D. Rogers, writing in a recent edition of the Harvard Business Review, tells us that he considers the Koontz and O'Donnell book the best in the business policy field.

The authors do a thorough

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and effective job of tying together fundamental principles and concepts into a systematic framework of the managerial function. They classify their principles under the basic management function of: Organization, Staffing, Direction, Planning, and Control. Their treatment of each of the basic management functions is as complete as is possible without making the book prohibitively long.

This is a practical book. Although the authors develop a fairly complete "theory" of management, the focus is always on practical application. In a sense, theory is subordinated to application.

Koontz and O'Donnell recognize readily that the management process is based largely upon disciplines in the social sciences, particularly psychology, economics, and sociology. That they are aware of recent developments in these fields is quite apparent. While some social scientists may object to what they may believe is a somewhat cursory treatment of some of the underlying concepts from their fields, we must keep in mind that the authors

have written this book for managers. They necessarily must be highly selective in choosing the findings of research in the social sciences that are conclusive enough to be incorporated.

The authors do not purport to present an exact science of the management process, since one simply does not exist. In fact, they say that in their judgment management is likely always to be largely an art with some aspects reducible to analysis using fairly scientific methods.

Simply stated, **PRINCIPLES OF MANAGEMENT** attempts to give the manager some guides to what to do, based on the best knowledge and methods available. Their success in achieving their objectives reflects the comprehensive background of both authors. Both are professors in the Graduate School of Business Administration of UCLA. Both have had extensive business experience. Both are consultants to a number of business firms and government agencies.

Their outstanding book deserves the recognition and acceptance it enjoys.

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• "An education isn't how much you have committed to memory, or even how much you know; it's being able to differentiate between what you know and what you don't."

—WILLIAM FEATHER



# What is Your "CQ"?

**R**ATE YOURSELF by giving your frank and honest reaction to each of the following statements. Select the answer that, in your best judgment, represents your own reaction at the present time—

1. I am active in projects and organizations set up to better my community.  
☐ Yes. ☐ To some degree. ☐ I have little time for such activities.
2. My home is one of my prime concerns.  
☐ Yes. ☐ Relatively so. ☐ I am very busy with my job.
3. I am active in the political party of my choice.  
☐ Yes. ☐ To some degree. ☐ Politics are not for me.
4. I take a keen interest in matters brought before my state legislature.  
☐ Yes. ☐ I'm passively interested. ☐ I seldom ever read about such matters.
5. What happens in Congress concerns me greatly. ☐ Yes.  
☐ To a limited degree. ☐ I pay little if any attention.

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*These twenty statements are not meant to be all inclusive. They do, however, afford a method by which each of us can get some indication of his "CQ"—his CITIZENSHIP QUOTIENT.*

*You had your "ideal" citizen in mind—consciously or unconsciously—as you made your own frank personal appraisal. How you measured up to that "ideal" indicates to you your "CQ."*

*If you take these twenty representative statements and think of a very effective citizen in a democracy, he probably would rate between fifty and fifty-five points, giving three points for the frank "Yes" and two points for the second answer with the third getting one point. Perhaps the average citizen measured by the ideal would rate himself between thirty and thirty-five. HOW DO YOU RATE YOURSELF?*

6. I am vitally interested in and concerned about who the candidates are for local community offices.  
\_\_\_\_ Yes. \_\_\_\_ I'm interested in a limited way. \_\_\_\_ It really matters little to me.
7. I let my representatives know my opinion on proposed legislation.  
\_\_\_\_ Yes. \_\_\_\_ Sometimes. \_\_\_\_ I have never contacted any representative.
8. I have voted at every election since I became eligible.  
\_\_\_\_ Yes. \_\_\_\_ Almost every one. \_\_\_\_ I vote when I can conveniently.
9. The church of my choice receives my constant support by attendance, gifts, and service.  
\_\_\_\_ Yes. \_\_\_\_ To a limited degree. \_\_\_\_ I seldom if ever involve myself in church affairs.
10. I believe that children should have the best religious instruction possible in preparation for life.  
\_\_\_\_ Yes. \_\_\_\_ It's probably important. \_\_\_\_ I pay little attention to such matters.

11. I apply the highest moral and ethical principles in my daily living.  
\_\_\_\_ Yes. \_\_\_\_ Most of the time. \_\_\_\_ I let each situation take care of itself.
12. I feel that a man in public life should be above reproach.  
\_\_\_\_ Yes. \_\_\_\_ Within reason. \_\_\_\_ Public servants are not expected to always measure up.
13. I rebel against false and misleading advertising.  
\_\_\_\_ Yes. \_\_\_\_ Once in awhile. \_\_\_\_ Advertising is designed to "sell."
14. I always demonstrate that safe driving is my "Code of the Road."  
\_\_\_\_ Yes. \_\_\_\_ Sometimes I am too much in a hurry. \_\_\_\_ I give safety little thought.
15. I understand what is meant by "free enterprise," and I can explain it to anyone uninformed.  
\_\_\_\_ Yes. \_\_\_\_ To some degree. \_\_\_\_ I am not very well informed.
16. What happens to my tax dollar is of extreme importance to me. I earned it.  
\_\_\_\_ Yes. \_\_\_\_ To some degree. \_\_\_\_ I'm too busy making money to worry about how "they" spend it.
17. I understand how communism works and I can spot it in action anywhere.  
\_\_\_\_ Yes. \_\_\_\_ Possibly. \_\_\_\_ I admit that I do not know.
18. I take a vital interest in all matters of education.  
\_\_\_\_ Yes. \_\_\_\_ To a limited degree. \_\_\_\_ We hire school leaders to do this job.
19. I am, have been, or am willing to be involved in public service.  
\_\_\_\_ Yes. \_\_\_\_ I might. \_\_\_\_ I can't afford to be involved.
20. I consider that the success of a democracy depends upon the interest and concern of each citizen.  
\_\_\_\_ Yes. \_\_\_\_ To some degree, I suppose. \_\_\_\_ Let those elected run the government.

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## Is Information

### a Problem to Scientists?

Extensive concern over the flood of published scientific information is growing daily. A congressional committee has looked into the matter. Symposiums are convened to discuss the situation. Universities hold seminars and present courses on the subject. Research studies are under way on many facets of the problem—linguistics and semantics, translating, abstracting, information manipulating, storing, retrieving, and disseminating. Significantly, however, very little research concerns the relationship between scientists and the information available.

The apparently almost unanimous belief that something must be done about the growing volume of information implies several conclusions that some would question: (1) our scientists are now relatively poorly informed; (2) they would progress faster if they could read either more, or more selectively, both the U. S. and foreign literature; and (3) U. S. scientists are doing appreciable research that duplicates work already done. Can these implications be substantiated?

The question should be asked: Is the great mass of scientific and technical literature being produced a real problem? If so, to whom? It is no longer enough to quote frightening statistics of the numbers of articles, journals, and books being produced. There is good evidence that our scientists—using the present “unorganized” independent, but effective information net—are missing little of vital importance. They have their own effective methods and sources. Ask any scientist “Who are the 10 or 15 most important scientists in your field?” or “What research organizations are making the best advances in your field?” He will be able to give you the answers quickly and accurately. Moreover, those who

need the information will be able to name the top men in their fields in other countries, as well. Thus, they know where to look for the information they need.

It has been estimated that tens of millions of dollars are being spent in research to improve our information capabilities. Before these perhaps unneeded expenditures are further swollen, let us study the question from a scientific viewpoint. We need scientific evidence on such matters as the items of scientific information that have been missed by technologists and the scientific value of such misses. We also need to know more about how scientists use the information they obtain from various sources.

We may find that the flood of scientific information is really injuring no one—that the fussing is largely a reaction to the Sputniks and Luniks.

*This is a reprint of an article by G. S. Simpson, Jr., project consultant, Battelle Memorial Institute, which appeared in the Battelle Technical Review, January, 1960.*

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**Please send me the following book(s) at the special price which represents a 20% discount from the regular price.**

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### Look, Ma! No Teacher!

Automation comes to teaching.

A new automatic teaching device designed to increase the effectiveness of the instructor in a wide variety of learning and training situations is announced by Atronic Learning Systems—activity of General Atronics Corporation.

The new machine — the Atronic Tutor—is a simple, reliable, all-mechanical unit about the size of a small adding machine, which presents step-by-step text material to the student or trainee at a rate corresponding to his ability to absorb it. The tutor also tests the student on the subject matter, and measures his progress.

In addition to the Tutor, the company provides expert consulting services for designing, installing, and evaluating mechanized programs to help solve industrial training problems. If desired, custom-prepared machine texts will be written to

meet specific training needs. Using this new technique, Atronic Learning Systems claims that they are able to reduce the time required for industrial training courses by as much as 50 per cent . . . or teach the student up to twice as much in the same period as is taught by normal teaching methods.

This is how the system works:

1. The Tutor-Text contains the subject matter organized in a series of finely grade steps or increments, with a question or problem and a set of alternative answers on each page. The text is written to build up a gradual mastery of the subject as the student moves from step to step.

2. The Tutor mechanical device turns the pages of the Tutor-Text when the appropriate key at its base is pressed. After the student has read the information on each page, he selects the answer from the set



of alternatives and presses the corresponding key. If he is correct, the page turns; if he is wrong, the Tutor waits until he chooses the right answer. It takes less than half a second for the page to turn.

#### Politics for Everybody

Increased participation in politics. That's the aim of a novel plan introduced by the Ford Motor Company to stimulate bipartisan interest in governmental affairs.

Called the Ford Effective Citizenship Program, it encourages employees to work for and financially support the political party of their choice.

The political training course consists of eight two-hour sessions, held after working hours. Initially, the course will be offered to supervisory employees of the company.

Here is the mechanics of the unique program:

Employees decide voluntarily whether they wish to engage during non-working hours in political activities of the party of their choice, and whether they wish to contribute financially to that party. These choices are as secret and private as a voter marking his ballot in a polling booth.

The participant is given two cards and two envelopes. On the cards, he can mark the party of his choice, indicate his willingness to work for and contribute to that party and provide his name and address.

These cards, along with a contribution, are placed in an envelope on which the participant marks the party of his choice but gives no clue as to his personal identity.

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This envelope is then sealed and placed in the second envelope which is addressed to a company collecting agent who forwards the inner envelope, without opening it, to the political party of the participant's choice.

The course consists of instruction in six basic subjects and two general meetings—one with local political leaders and the other covering political party and governmental organization in the community where the course is given.

#### Unveil 20-Ton Cargo Carrier

A giant reinforced plastic cargo carrier, built with a spray gun and capable of transporting a 40,000-pound payload by rail, motor, or ship, was introduced by the Union Carbide Plastics Company, New York.

The carrier is characterized by great structural strength as well as rigidity. It can be bulk-loaded and then lifted by straddle carrier or ship's crane to a railroad flat car, flat-bed motor carrier, or shipboard. Construction allows carrier to be tilted to a 60-degree angle for easy discharge of contents.

#### What A Ribbon!

Mr. Supervisor, want to make a hit with your secretary? Here's your chance.

Tell her about the first uni-

versal typewriter ribbon—designed to perform all typing jobs, outwear three ordinary ribbons and fit nearly every make of typewriter without a special spool—which has been developed by Burroughs Corporation.

To be marketed under the brand names, "Nu-Kote" and "Encore," it is the first fabric ribbon ever developed that will record both black and red for correspondence as well as for offset and heat transfer duplicating processes, such as Multilith and Thermo-Fax.

Endurance tests conducted by an independent firm showed the new ribbon continued to produce sharp images after 2,340,000 impressions—the equivalent of about a half-million words or more than 2,500 average business letters.



### "Hidden Sell" Paper

A new line of hidden persuaders will break upon the advertising front this year, when advertising messages begin to appear on new Colorcraft bond and offset paper that Allied Paper Corporation has prepared on the advice of international color research authorities.

Michael Maremont, Marketing Manager, stated, "We think that we are offering the advertiser a product that will give him a decided edge in getting his message across effectively."

Certain colors stimulate action, according to Mr. Birren, author of sixteen books and some 300 articles on the effects of color. Action-plus colors have been selected for a line of Allied Papers which will be known as "Impulse Colors," such as, "Sulphur Yellow," "Flame Pink," "Indigo," etc.

For the more conservative and prestige markets, Allied will promote a gentler group of "Influence Colors." These will include "Rosewood," "Sandstone," "Aspen Green" etc.

### "Stair Cat" Eases Chores

Back-breaking chores are a thing of the past, thanks to the "Stair Cat."

A new two-wheeled electrical truck, the "Stair Cat" was

developed by the New Design and Development Corporation of Lima, Ohio, for moving heavy equipment such as appliances, furniture and pianos up and down stairs.

The "Stair Cat," five feet long and two feet wide, can climb up and down stairs with a 500-pound load at a rate of 18 feet per minute. Operated by one man guiding the truck, it features automatic braking so that with power turned off, or in the event of a power failure, the unit will not move.

### Compact Lighting System

A compact lighting system with a brightness level 338 per cent greater than any fluorescent unit commercially available was introduced by Sylvania Electric Products, Inc.

Called the Sylvania Controlled Powerbeam System, the new unit throws a narrow band of light for a considerable distance with a minimum amount of glare.

O. Howard Briggs, Vice President-Research and Engineering of the Division, said the unit will have extensive use in low-mounted highway lighting, bridge and tunnel lighting, expressway turn-offs, service stations, building facade floodlighting, and edge lighting for signs.

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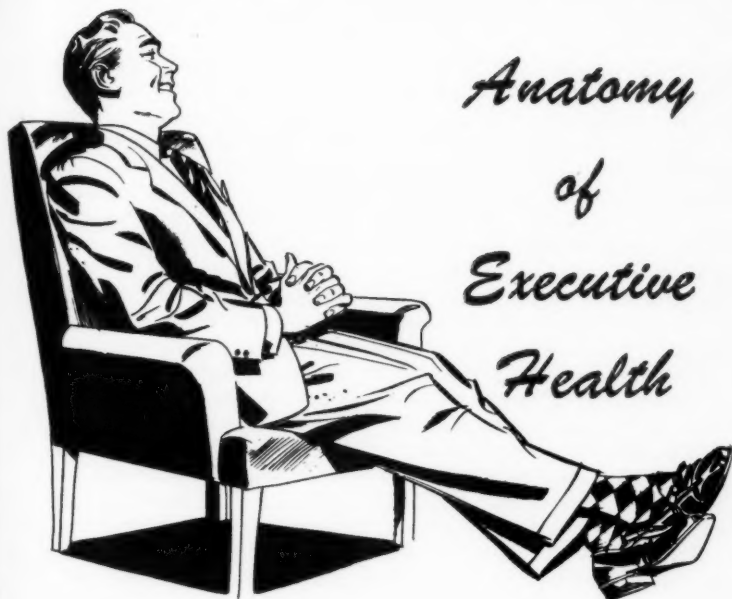
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## *Anatomy of Executive Health*

*Although this article deals with health in the life of executives, many of the suggestions can be applied to all levels of management as well.*

WE HAVE TODAY ON THE CONTINENT about 350,000 full time executives, the majority of whom spend their time in office buildings of city business districts. They commute by train or car, spending that time in planning future work. Their total work hours for the week—60. They work at home four nights out of five; they “business entertain” one night a week. Many work on Saturdays. In bigger businesses they may spend two-thirds of their office time in meetings and conferences. If conventions and company travels are added, their work week may run to 75 hours a week.

Through all this routine, they will eat too much, drink too much, worry too much, restrain their hostility too much, neglect their personal development,

such as family and cultural pursuits, and worst of all, exercise too little.

Health examinations of 5000 business executives by Life Extension Examiners found 18 per cent overweight; some 51.3 per cent between the ages of 40 and 65 suffered from either hypertension, organic heart disease, overweight, or such serious findings as diabetes, prostatitis, hernia, blood deficiencies, active ulcers, suspicious rectal masses, diseased gallbladder, and malignancies. Yet, more than half of them showed no symptoms and expressed no complaints.

Another study done by the medical division of E. I. du Pont de Nemours found that the prevalence of peptic ulcers among executives over 50 was 78.43 per cent, compared with 23.56 per cent among other employees of the same age group.

A typical picture of executive health was given at the American Management Association by Dr. Charles E. Thompson: "The young under-40 executive is athletic, energetic and ambitious. He enjoys the combat of business and works from 10 to 12 hours a day.

"At 45 he becomes more obese, bald and fatigued. Diseases are beginning to appear. However, his preoccupation

with work continues and the psychological drive to achieve is the outstanding feature of his philosophy. This has a tendency to make him ignore the warning signs of disease. He is a man of achievement, of tensions, of economic security and fatigue."

It's bad enough a business executive does not get proper exercise, but all too often he will eat excessively and indiscriminately. Business entertaining is a tempting occasion to consume more food and alcohol than he would if he ate alone. A psychiatric study of the relationship between social position and intoxications in one community showed the highest figure for the wealthiest group.

Medical authorities suggest executives follow the Latin custom of *siesta* after lunch, although most American business could ill afford such practice. An endocrinologist at a meeting of the American Society of Association Executives recommended a post-lunch nap, citing Sir Winston Churchill who goes to bed after the mid-day meal.

Then we have the other extreme, the busy ones who eat a hasty sandwich at their desk and devour it under the tension of business decisions. Both extremes come under heavy medical fire.

Beyond all this, and perhaps more serious, is the psychological effect of the highly competitive ladder of achievement that an executive must keep on climbing, which creates anxiety and emotional conflicts. Even when the top rung is reached, there is a psychologic let-down which is harmful because his incentive is gone.

Then, the thought of retirement, after a lifetime of exciting struggle and achievement can cause intense anxiety because of the bleak and barren outlook, unless he has built up hobbies and cultural interests to occupy his time—which he usually has not.

What are the companies doing to keep tabs on the health of their executives? Corporations have come to regard executive health as an important economic asset, at least since 1940 when the economy switched from peace to war-time footing.

The shortage of top level executives became critical after Pearl Harbor, causing many corporations to regard their higher personnel as irreplaceable. The health of executives then became a valuable product to be protected and preserved.

The business-medicine relationship today is closer than ever, as revealed by surveys done for insurance companies,

research institutions, corporation medical departments and executive personnel agencies. It has to be. As our economy expands, so does our need for healthy and durable management personnel.

A recent American Management Association survey disclosed that 70 per cent demand physical examinations as a prerequisite of hiring and 53 per cent offered free examinations to executives already in their employ.

Privacy? Well, sometimes. Half the companies in the survey required health reports to be made to the patient only. The rest were sent to both the executive and company.

Many firms conduct their health programs with the help of hospitals, clinics, and in some cases, medical schools. Here, more extensive facilities are available and an executive is more likely to have confidence in the impartiality and secrecy of an independent institution.

Recently a new type of medical institution called the private diagnostic clinic, which offers no treatment was evolved. One of the first was Life Extension Examiners, which 40 years ago offered health examinations to insurance policy holders. Many corporations today are using such comprehensive examina-

tion programs in cooperation with physicians.

At the Health Research Center in Chicago more than 60 firms are using their facilities, which include X-ray, laboratory tests, etc.

One of the most exclusive clinics is Greenbrier Clinic in White Sulphur Springs, W. Virginia, where thousands of executives are sent by their companies for a three-day program of examination and relaxation.

A typical executive examination includes the following: routine physical, X-rays of heart, lungs, gastro-intestinal tract, gallbladder, dental, basal metabolism, proctoscopy, blood chemistries, blood count, serologic blood test, blood sedimentation rate, urinalysis.

The average costs, usually paid by the companies are: company handled, \$10-30; private physician, \$25-75; clinics, \$30-175; resorts, \$175 up.

Besides physical health, the psychic health of executives must also be safeguarded. Some industrial psychiatrists recommend annual psychiatric exams to go with the physical, but there is much resistance here on the part of many executives who mistrust the practitioners. It is hoped that in the future general practitioners will know enough about the psychiatric

art to detect any emotional maladjustments and treat them accordingly.

Some corporations use a weekly round table discussion which brings together the executives and a psychologist for a weekly expression of opinion.

Other companies use a dramatic gimmick. In this role a group of executives are given important roles in a mythical company faced with a managerial problem that must be solved in one day. Thus rivalries are generated, pressure groups spring up, personal resentments flare. In this way many of the "players" are able to discover their personal psychological flaws in their real life behavior. It is a new technique, however, and has yet to be proved.

There is a long way to go yet before business and medicine are perfectly equated. But the tendency is in the right direction. If executives are so important, and it is undeniable, then we must prolong their services and their personal happiness.

It is encouraging that so many businesses do recognize the responsibility and the importance of executive health; and that executives, too, have come to acknowledge that health is as important as ambition.

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# WAYS TO SAVE ON FLEET MAINTENANCE

by Vernon Volland, Executive Director,  
Good Car\*Keeping Institute

**T**HE TECHNIQUE OF GOOD CAR\*KEEPING applies equally well whether you are an individual one-car owner or a 200-unit fleet operator. Preventative maintenance is the heart of saving money in operating one motor vehicle or hundreds.

Obviously, then, in operating hundreds of vehicles the opportunity for saving through preventative maintenance is proportionately greater. The Good Car\*Keeping Institute has assembled a list of tips or techniques practiced by some of the most experienced fleet truck and passenger vehicle operators in the country.

The Institute, a non-profit organization devoted to the conservation of business and private autos, has gathered the information in the knowledge that car ailments cost the American public including fleet

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operators \$200 million a year.

Some of that figure, of course, is attributable to normal wear and tear, but much of it represents bad maintenance practices. If they have not already done so, fleet operators should now begin forming the habit of Good Car\*Keeping.

Time and again car research showed the fleet owners have inadequate record systems, or no systems at all. Records are, of course, paramount in keeping a close, accurate check on a fleet of vehicles. But of fleet owners answering our ques-

tions, we found 25 per cent who kept no records, or what records they kept were incomplete.

Without good records, how does a company determine whether parts or components are lasting as long as they should? How can a company experiment, try out new equipment, new methods, unless it keeps tabs on performance?

A good record system is of such importance to efficient maintenance that all other considerations dwindle in size when compared with records. The following is a good example of a record system.

The basic unit is a monthly chart. The record for each vehicle in the fleet is kept on its own horizontal line and each line is broken down into daily boxes which show cumulative speedometer reading, miles traveled on a particular day, gas and oil consumed, and mileage since different maintenance operations.

The chart should be kept on a daily basis and with scrupulous accuracy. Drivers should be told to turn in trip tickets at the end of each day. Then a clerk takes these tickets containing the essential information next day and brings the chart up to date.

When a vehicle is due or about to fall due for regularly scheduled work, the record

clerk flags the box with a check, calling it to the garage superintendent's attention. For these checks, different colored crayons are used for different operations.

A green check means a grease job (2000 miles); blue means oil change and grease job (4000 miles); red means a maintenance inspection (either 5000 or 50,000 miles). When the job has been completed, the superintendent turns the check into a triangle of the same color.

Naturally, the monthly chart can't keep tabs on the entire operation, so we suggest you back it up with other records. You should keep records on tires, spare parts, assemblies and repair costs.

We think you'll find that in addition to the savings you will achieve with a sound maintenance record program, you'll be money ahead in cutting out a lot of unnecessary repair work. If you know exactly where you stand you won't be pulling down engines unless a driver reports serious trouble.

From time to time, without doubt you have asked yourself the question: How can you tell when to change motor oil?

Actually there is no clear answer to that question. Motor vehicle manufacturers, oil companies and truck and car dealers all have their own set of

recommendations—and very few of them agree.

It all hinges on the phrase in the owner manual which goes something like this: "Under average or normal operating conditions, oil should be changed every X thousand miles."

There's hardly a fleet owner who doesn't consider his own operation normal or average for his type of business. They can differ tremendously—from city stop and go of only 50 miles a day up to over the road trips as much as 400 miles a day in a variety of atmospheric conditions.

Oil companies, until recently, advocated a straight oil change every 1000 miles. But in May, 1959, the marketing division of the American Petroleum Institute approved a revised API crankcase oil change recommendation which reads as follows:

"Change oil in the summer ever 60 days and in the winter every 30 days, but never to exceed 2000 miles."

This may not fit your exact needs, but it still has the merit of providing the safest lubrication protection for the largest number of users. If ever in doubt, this is a pretty good figure to follow.

In any event, top automotive and petroleum engineers pri-

vately endorse the oil-analysis approach of determining proper oil change intervals for a given area. Many of the major oil companies will analyze engine oil samples for you at specified intervals. Get this analysis and be guided thereby.

Remember that engine oil performs five specific functions: lubrication, cleansing, cooling, piston sealing, and serving as a cushion between moving parts. If it fails to perform any of these functions, it will cost you money.

Just a brief word about grease. New grease on the market with molybdenum additives has been turning in some astounding performances in preventing what used to be considered normal wear in trouble spots such as kingpins, U-joints, and tie rod ends.

At least as important as mechanical condition to most fleet owners is appearance. Their vehicles are traveling billboards and the public's idea of their product or business is frequently influenced by the impression obtained from the vehicles.

And interior maintenance is as important as exterior, particularly in your passenger vehicles. This is true not only because you are thinking of your driver's comfort and the comfort of any passengers he



may carry, but also because of the car itself which will be worth more at trade-in time if you have installed seat covers and floor mats.

A set of good looking seat covers will preserve the upholstery in a new car and will make an older vehicle both look and smell new. Floor mats prevent unsightly and, in some cases, dangerous floor carpet wear.

If your fleet is one year old or newer, chances are the finish on the vehicles is one of the new acrylic lacquers or super enamels, advertised by the manufacturers as "not needing wax or polish."

The truth of the matter seems to lie somewhere in between the claims of the auto manufacturers and manufacturers of wax and polish. There has been a definite improvement of the durability of the finish, but to get the best performance out of your fleet's paint, it is wise to use wax or polish. You can do this at less frequent intervals than before, but don't give it up entirely.

Probably one of the most troublesome spots in maintenance the fleet owner will encounter is the cooling system changeover from summer to winter driving and back. The obvious economic advantages of leaving the anti-freeze in the

radiator from year to year have led more than 50 per cent of the fleet owners contacted by the GCKI to practice just that.

However, the United States Army, owner of the largest fleet of motor vehicles in the world, adopted the new policy last year of draining and throwing away anti-freeze at the end of the winter season.

According to the Army, basis for the change in policy is research conducted by the Society of Automotive Engineers and the National Consumers Bureau. This research revealed that during use, anti-freeze solution is subjected to several conditions which deplete its corrosion inhibiting properties.

Fleet owners may be guided by their own experience, of course, but the preventative maintenance procedures adopted by the Army have one object: cost-cutting. The Army definitely believes that good cooling system maintenance will result in operating economies that will more than pay for the purchase of fresh fall anti-freeze.

For the fleetman, naturally, there are other benefits beyond what the Army can net, such as reduced downtime and customer satisfaction as the result of more dependable service. And the Army doesn't have to worry about driver downtime either.

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**WASHINGTON REPORT** (Continued from page 7)

that if the studies are pushed along quickly, the government may be in a position to help. But if they drag on, and serve only to keep some government bureaucrats on the payroll, they warn that there'll even be more serious damage to the machine makers and their employees. The studies were ordered by Leo A. Hoegh, Director of the Office of Civil and Defense Mobilization, after the industry warned that it is losing its reserve capability to cope with a national emergency.

The four studies ordered by OCDM are:

- To learn why U.S. metalworking plants are permitting their equipment to become progressively obsolete, and why they have failed in many instances to take advantage of liberalized depreciation (by the Commerce Department).

- Suggestions of ways the government can help the industry increase exports, and also determine how foreign suppliers are engaging in market manipulation in the U.S. (by the Commerce Department).

- Checks on all government tool-buying agencies, such as the defense department, to see that they take full advantage of cost-cutting by modernizing equipment (by the Budget Bureau).

- The methods which could be used by the government to guarantee loans for modernization of equipment by industry, and drafting of the necessary legislation (by the Small Business Administration).

The industry has also pointed out that some 89 foreign countries have laws which make it difficult if not impossible for U.S. machine tool builders to sell products there. And they also point out that in spite of their troubles, the U.S. through foreign aid and other means actually helps foreign tool producers who sell in world markets and even in this country in competition with U.S. tools.

# ACT ON FACT

by James Black

Jack Miller (name fictitious) was a glue machine operator at a manufacturing company. One evening, as he lifted a bundle from the delivery table, he turned and nudged another bundle with his hip. In doing so he shoved a pile of bundles toward the tyer, causing it to jam.

Miller's act did not pass unnoticed. Another employee confronted him. "You did that on purpose, fellow. What are you trying to do, sabotage the job?"

Miller admitted he had bumped the bundle, but insisted it was an accident.

"That was no accident," the other employee angrily insisted, "and I'm going to report you to the supervisor."

The supervisor (we'll call him Bill Burr) spoke to Miller about the incident.

"I'm sorry I bumped the bundle and jammed the tyer, Mr. Burr. I didn't mean to," said the employee.

The supervisor decided to let the matter pass. It was Miller's word against the word of his accuser.

"I'm giving you the benefit of

the doubt," he warned, "but don't let it happen again."

Apparently, the incident was closed, but next day a group of employees called on Superintendent Burr.

"Miller deliberately shoved that bundle into the tyer," the spokesman said, "and during the past week he has done this on at least six occasions. We think he should be disciplined."

"Would you be willing to put your statements on paper and sign them?" Mr. Burr inquired. "I'll need this information as evidence."

"Of course we will," replied the employees.

On the basis of this new evidence, Supervisor Burr gave Miller a week's disciplinary lay-off. He described the incident in a memorandum he pre-

A SUPERVISOR'S GUIDE TO INTELLIGENT LABOR RELATIONS

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pared for his files, which read: "On the fifth of February I verbally reprimanded employee Jack Miller for jamming the tyer. He claimed it was an accident. At the time I could not prove his act was deliberate. However, the next day a group of employees furnished me with additional evidence, which threw new light on the case. On February 7 I suspended Miller for one week for the sabotage of company property."

### Arguments at Arbitration

Jack Miller filed a grievance, and eventually the case came before an arbitrator. This is the argument the union used.

"We do not condone or support the action of any person who willfully damages company property. However, Miller's punishment involves 'double jeopardy.' The case was closed when the supervisor reprimanded him. Mr. Burr had no right to reopen it. When Miller's co-worker claimed the grievant was deliberately jamming the tyer, it was up to the supervisor to conduct a thorough investigation and base his decision on the results. Instead, he made his decision before all the facts were in, and simply reprimanded Miller. New facts did not give him the right to take up a case which he himself had closed."

Countered the company, "The union has not attempted to disprove the evidence management has presented regarding Miller's guilt. It argues only that Miller cannot be disciplined because such punishment would subject him to 'double jeopardy.'

"This contention does not hold water. Mr. Burr made no decision one way or the other regarding the grievant's guilt or innocence at the time of the original accusation. He chose not to make this determination on the basis of one employee's word against another's. Nor did Supervisor Burr officially reprimand the employee. This is proven by the absence of a reprimand on the grievant's record. Burr simply notified Miller that the charge his co-worker made was very serious and to watch his step. In doing so he in no way closed the case.

"In view of the nature of Miller's behavior, in view of the new evidence which proved conclusively that on at least seven occasions the grievant intentionally sabotaged the company's property by jamming the tyer, management was justified in reviewing his case and taking corrective action."

### Ruling of Arbitrator

Ruled the arbitrator, "The union does not contend that the

punishment of the employee was improper if he actually committed the alleged offense. On the basis of the evidence submitted here it is apparent that the jamming of the tyer was deliberate. The union's answer to management's charges has been the testimony of the grievant himself, who still insists the jamming was an accident. The union has also presented statements indicating the employee is generally a good worker and has a good record. Even if the statements are true they do not mean the employee could not have been involved in a specific case of misconduct. The weight of evidence is against him, and I must judge him guilty of the offense.

"Now we come to the question of double jeopardy. The union's theory evidently is that the constitutional prohibition against twice subjecting a person to trial and punishment for the same offense has application in an industrial plant. If so, this must be because the principle underlying this rule is equally applicable in both types of proceedings despite their obvious dissimilarities.

"Whether these underlying considerations apply to industrial discipline proceedings is not entirely clear. Without attempting any final conclusions

on the subject, I am convinced the rule may not properly be invoked in this incident. It presupposes that something in the nature of a formal charge and hearing and final disposition of the merits has been held.

"Mr. Burr merely confronted the grievant with the accusation of sabotage, and when it was denied, elected for the moment to do nothing. Perhaps he used language that the union might construe as a verbal reprimand, but he did not enter his warning on the employee's record. This is shown by the memorandum describing the incident which he placed in his personal file.

"A realistic interpretation of the supervisor's remarks when he confronted the grievant with the original charge is that he was not making any finding at all. Certainly his action could not reasonably be interpreted as the kind of investigation, charge and hearing resulting in a final disposition which would preclude any further action in the case on the part of the company. Under such circumstances it was not unfair or oppressive for the company to consider and take action based on evidence which came to light the following day. This grievance is dismissed."

### Analysis of Case

In dismissing Jack Miller's grievance the arbitrator demolished in a few tightly reasoned sentences the union case for double jeopardy. Obviously, Supervisor Burr had neither conducted a hearing nor inflicted a punishment when he advised the employee to be more careful in the future, and warned him that sabotage was a serious offense. Certainly when Burr received additional evidence regarding the employee's guilt he had not only the right but the responsibility to impose discipline.

Supervisor Burr also showed foresight when he jotted down the facts of the incident in a memorandum to himself. This statement was a valuable piece of evidence at the arbitration. However, in view of the quickness with which an alert union will seize on a technicality to help an employee avoid even deserved punishment, the supervisor would have been well advised had he used somewhat different language when he first brought up the allegation.

Furthermore, and this is only speculation, you may wonder why Burr didn't investigate the case more thoroughly. The tyer had been jammed six times during the week preceding the incident, and on each occasion

Miller was responsible. Actually, had it not been for Miller's angry co-workers, the employee would probably have gotten away with his offense. This in itself is unusual. Seldom do employees report a fellow employee to management and demand his punishment. When they go to such an extreme the situation has usually gotten fairly bad, which may be due at least in part to loose supervisory control.

In this particular case it would be entirely unfair to Supervisor Burr to claim he had failed to live up to his management responsibilities. The offense happened at night. Perhaps Burr was in charge of several departments and could not give close attention to one. There are simply not enough background facts.

Certainly Burr's technical handling of the case itself showed good judgment. He was objective when he considered the first accusation. Later he secured signed statements from the other employees who charged that Miller was damaging company property. The punishment he imposed was moderate. In fact, some might say that Miller got off lucky—a week's suspension for an offense that might have meant discharge.

The most interesting feature of this case is the union's use of the theory of "double jeopardy." In the absence of a clarifying ruling from the courts, its applicability would probably depend on the point of view of the particular arbitra-

tor hearing a particular dispute. Therefore the safe thing to do is to assume that it does. The wise approach is to make certain the employee understands you are not closing a case simply because you decide temporarily to postpone action until you get more evidence.

*This case is based on one described in the Labor Relations Reporter. It has been altered slightly to illustrate certain principles of supervision.*



"You're in good shape for a man of 75 . . . too bad you're only 45."

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|                                         |    |                      |
|-----------------------------------------|----|----------------------|
| Advanced Management Institute           | 2  |                      |
| Washington Report                       | 4  | Michael S. Roberts   |
| Good Foremen Today—Misfits Tomorrow     | 8  | Auren Uris           |
| This Way to the Top                     | 20 | Clarence G. Scholtz  |
| Write It Right!                         | 24 | Dr. S. W. Brossman   |
| Dear Mr. Sknul                          | 30 | L. K. Sknul          |
| How Do You Manage Your Voice?           | 33 | Lloyd Derrickson     |
| What the Bosses Are Talking About       | 37 |                      |
| Compulsory Retirement: Good or Bad?     | 39 | Oliver W. Brown, Jr. |
| Club Anniversaries                      | 41 |                      |
| Book Purchase Service                   | 42 |                      |
| What Is Your "CQ"?                      | 44 |                      |
| Is Information a Problem to Scientists? | 47 |                      |
| News Briefs                             | 49 |                      |
| Anatomy of Executive Health             | 53 |                      |
| Ways to Save on Fleet Maintenance       | 57 | Vernon Volland       |
| Act on Fact                             | 62 | James Black          |



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ATION